

CHAPTER 4

NON-RESIDENT FACULTY

1. GENERAL INFORMATION

a. The Command and General Staff College manages an extensive non-resident faculty with the assistance of TRADOC (TASS-D), FORSCOM, USARC, ARPERCEN and NGB. There are three categories of faculty members that assist with the education of the non-resident student population— Reserve Component (RC) Command and General Staff Officer Course (CGSOC) instructors, CGSOC adjunct faculty members, and course authors. IAW TR 351-18, congressionally mandated Title XI officers assigned to the course proponent, as well as to the battalions, address quality assurance issues in regards to instructor certification, curriculum presentation and mandatory administration requirements. The active component course author assigned to the Command and General Staff College assists the NRS curriculum integrators in the web-based course and the instructors in the TASS Battalion.

b. Chapter II, 1-3 of TRADOC Regulation 350-70 and CGSC Bulletin #7 establishes the overall requirements for TASS trainer/instructor certification. Additional regulations that are relevant are TRADOC Regulation 350-10 and TRADOC Regulation 351-18.

2. ILE-CC INSTRUCTOR QUALIFICATIONS

a. Intermediate Level Education – Common Core (ILE-CC) instructors must meet the following prerequisites:

(1) Meet height/weight and APFT standards. APFT must be no older than 6 months.

(2) Be in the rank of Major or above.

(3) Must be a CGSOC graduate.

(4) Have a Bachelors degree from an accredited college or university.

(5) Prior to instruction, the instructor intern must complete Faculty Development Phase (FDP) 1 and 2.

(a) FDP 1 is completed by attending the Command and General Staff College Faculty Development 1 course.

(b) FDP 2 is a course-specific instruction for all faculty which includes ILE foundational workshops and department lesson implementation workshops. Attendance in FDP 2 may be recurring based on curriculum changes. All instructors must complete a 6-month (minimum) internship program prior to being certified to instruct the ILE-CC curriculum. This includes three observed 50-minute teaching blocks with formal feedback, which will be scheduled by the individual battalion for non-resident instructors. Battalion commanders are responsible to design and approve the specifications of the FDP 2 internship program, and are ultimately responsible for the quality of all instruction provided by instructors within their battalion. Commanders are responsible for ensuring that all instructors meet all basic instructor certification requirements before assigning any instructor duties. Through the FDP 2 internship

program, the battalion commander insures an instructor is subject matter proficient (SMP) and prepared to instruct the nonresident curriculum. The battalion commander has the flexibility to tailor an internship program using a variety of options to validate SMP in the courseware being taught. Options available to the battalion commanders can include, but are not limited to, the methods listed below:

--Completion of a ILE-CC SME train up session.

--Participation by non-resident instructors in resident FDP 2 internship programs. This can include class observation (back seating), limited instructor time, full instructor time, or any deviation specified.

--If all the above options are not available to the battalion commander, then the completion of the respective correspondence course phase is acceptable. Intern instructors must achieve at least an 80% passing score on the phase or sub course that the instructor will be teaching. The reason this option is the least desirable is because of the timeliness of the material. Too many times the instructor intern is becoming SMP in year old curriculum. If an instructor completes the correspondence option as an instructor intern, no retirement point notice is generated. The instructor intern has already received retirement points for completion of CGSOC.

--A combination of any or all of the above.

(6) In accordance with the CGSOC Program of Instruction (POI), every faculty member must have access to a multi-media computer. Recommended minimum required computer to access should be a Pentium II, 128 MB RAM, 20 GB Hard Drive, 16 Bit Audio, 352x240 at fps Graphic performance video playback, 17" monitor and access to the Internet, with Windows operating system and Internet Explorer 5.0 or higher.

b. The PD Brigade and CGSC Battalion Commander's must be a CGSOC graduate.

3. ILE-CC INSTRUCTOR CERTIFICATION/QUALIFICATIONS

a. The Non-Resident ILE-CC instructor certification/qualification process conforms closely to the active component (AC) instructor certification/qualification process. All faculty development phases must be completed prior to an instructor teaching. The Faculty Development phases are identical for resident and non-resident instructors.

b. Faculty Development Phase 1 uses Small Group Instruction (SGI) to provide classroom experiences based on Adult Learning Theory, the Experiential Learning Model (ELM) and Learning Styles Inventories (LSI), and studies in communication and creativity. In Phase 1, new CGSC instructors have the opportunity to experience/practice using the small group to assist others in discovering and assessing more effective means to enhance learning. Phase 1 of Faculty Development (ATTRS #1-250-C6G) is managed by CGSC's Faculty and Staff Development (FSD) whose telephone number is DSN 552-3321/4564 or commercial (913) 684-3321/4564. This course qualifies instructors to teach at CGSC.

c. Faculty Development Phase 2 is Content Specific Instruction. During a 6 month (minimum) internship, instructors become Subject Matter Proficient (SMP) in the phase or sub-courses that they will teach.

(1) School battalion commanders are responsible to design and approve the specifications of the internship program.

(2) The battalion commander has the flexibility to tailor an internship program using a variety of options to validate SMP in the courseware being taught.

(3) If battalion commanders desire train-up opportunities from the course proponent, all funding is the responsibility of the unit requesting support.

(a) Units that desire instructor train-up support should coordinate with the CGSC Non-Resident Studies Title XI office NLT 60 days prior to the desired start period.

(b) Upon completion of the training session, the non-resident instructor(s) that attended the training will provide written feedback to their unit commander summarizing the results of the train-up session.

(c) All requests should be followed by a written request through Director, NRS, ATTN ATZL-SWE to the approving authority, Dean of Academics, ATTN: ATZL-SWD-DA, U.S. Army Command and General Staff College, 1 Reynolds Avenue, Building 111, Ft Leavenworth, Kansas 66027-1352. All requests should specify the number of train-up days desired, the sub courses to be trained-up, and any essential additional specifications or special considerations. Additionally, the unit commander should list the desired training objectives and goals to be accomplished during the specified training period. Once a request is approved, units will be authorized to coordinate directly with the teaching department providing the training.

(d) Teaching departments, upon notification of approval, will assign an SME mentor to assist the non-resident instructor in achieving all stated training objectives and goals.

(4) Battalion commanders will verify SMP qualifications in writing, detailing what training was accomplished. The battalion commander will then notify with a memorandum to the Director of Non-Resident Studies (DNRS). The memorandum will include date/method of FDP 1 training, FDP 2 (internship dates) training, and method of SMP qualification, and phases (s) sub course(s) certified. If the battalion commander chooses the correspondence option of paragraph 2.a.(b) above, DNRS will then issue a memorandum stating the grade and what phase the instructor is SMP qualified for. Regardless of which option the Bn commander chooses, prior to material distribution, DNRS will check the instructor's file to determine if the class has a certified instructor. If the battalion commander chooses the correspondence option, the following requirements will be required for SY 05:

INACTIVE DUTY TRAINING (IDT)

ILE-CC – Phase II – Leadership and History Essays; L116 Ethical decision making

ACTIVE DUTY TRAINING (ADT)

ILE-CC

(1) Phase I – C130 Leader Assessment and Development; C214 Joint Force Capabilities.

(2) Phase III – If the instructor does not get in a train-up, the instructor would have to complete all the requirements in the C430 series.

(5) If an instructor has been teaching a particular phase or subcourse, but that subcourse has significantly changed, or a new subcourse has been added, the instructor must complete refresher training.

The battalion commander on a case-by-case basis will determine refresher training. Refresher training can be accomplished by one of the methods listed above.

d. Faculty Development Phase 3 (Course Author's and Lesson Author's Course) uses the Accountable Instruction System (AIS) to teach course and lesson development. Non-Resident instructors do not have to complete Phase 3.

e. Faculty Development Phase 4 (Continuing Education) is short learning segments on specific educational topics. The topics range from the *Chautauqua* Series on developing standards to identifying critical student behaviors, to monthly or semimonthly enhancement topics such as "reading Quicker" or "Organization for a Better Work Environment." Other options include local college/university "open to the public" programs.

f. Brigade and Battalion commanders are responsible for insuring that all instructors meet all basic instructor certification requirements before assigning any instructor duties.

g. If a break in instructor assignments of over three years occurs, the ILE-CC instructor must attend FDC Phase I and establish a new training plan for FDC Phase II.

4. INSTRUCTOR AND SCHOOL STAFF AWARDS – The Certificate of Achievement (CGSC Form 1014)

a. The Certificate of Achievement is presented by CGSC to outstanding CGSC Bn Commanders, CGSC Title XIs, CGSOC school staff and CGSC instructors nominated by PD BDE Commanders.

b. Eligibility prerequisites for this award include:

(1) Attended the CGSC Faculty Development Phase 1 presented at CGSC, Fort Leavenworth, KS. This requirement would be waived for an outstanding staff member, but not for commanders, Title XIs, and CGSC instructors.

(2) Nominee is assigned or attached to the CGSC BN of a PD Brigade.

(3) Nominee taught a minimum of two years of CGSC instruction in an outstanding manner. This requirement would be waived for Title XIs, commanders, and staff members; however, the previously listed persons would have had to perform in an outstanding manner in the position they held.

c. Nominations are submitted in a letter to Non-Resident Studies signed by the PD Brigade Commander stating the nominee's full name, rank, social security number, branch, military organization and present position in the organization. Please provide inclusive dates of the assignment.

d. The award should be presented at an appropriate ceremony.

5. ADJUNCT FACULTY

The Command and General Staff College (CGSC) manages an extensive Adjunct Faculty Program through the Directorate of Non-Resident Studies. The purpose of the program is to evaluate distance learning student's written assignments. Each adjunct faculty member is charged with providing a grade and detailed written feedback concerning the student's substance and writing ability. Since CGSC cannot provide monetary pay for adjunct faculty members, most are members of the Individual Ready Reserve (IRR) or Individual Mobilization Augmentation (IMA) and are paid in participation points at the rate of one-half point per student paper.

6. PREREQUISITES FOR ADJUNCT FACULTY ENROLLMENT

a. Lieutenant Colonel or higher. Highly qualified majors will be considered if the student population and written requirements justify the needs.

b. Graduate of the Command and General Staff Officer Course with above average grades.

c. Minimum of a master's degree from a nationally recognized accredited institution.

d. The following additional criteria will be considered:

(1) Published articles.

(2) Joint military experience.

(3) Recent operational assignments.

e. In accordance with the CGSOC Program of Instruction (POI), every faculty member must have access to a multi-media computer. Recommended minimum required computer to access should be a Pentium II, 128 MB RAM, 20 GB Hard Drive, 16 Bit Audio, 352x240 at fps Graphic performance video playback, 17" monitor and access to the Internet, with Windows operating system and Internet Explorer 5.0 or higher.

7. APPLICATION PROCEDURES

Complete the application on the NRS home page (<https://cgsc2.leavenworth.army.mil/nrs>) or write a letter expressing your interest in being an adjunct faculty member to the address below:

Directorate of Non-Resident Studies
280 Gibbon Avenue
Fort Leavenworth, KS 66027-2314

8. ACCEPTANCE PROCESSING

a. When a candidate is accepted as an adjunct faculty member, he will receive the following:

(1) A letter of acceptance

(2) A grader packet that includes grading guidelines for the writing requirements as well as copies of the material that the student received which contains the writing assignments.

- b. Students' papers that are to be evaluated usually arrive within 30-60 days of acceptance.

9. REQUIREMENTS TO BE EVALUATED

a. Each academic year has different requirements. Because of the changes in the requirements or instructions, each adjunct faculty member is sent a renewal packet each year.

b. For Academic Year 2006 (Effective 1 October 2005), the subjective requirements that the adjunct faculty will evaluate are:

Phase 1

- C100 Written Essay - Historical Case Study
- C200 Strategic: Sustain the force - Written Essay on UJTL tasks
Strategic / Operational Historical Case Study: 1918 Written military history paper

Phase 2

- C200 Written Requirement: Strategic C4ISR Waging Modern Warfare
- C300 Operational Art Campaign Planning: Written requirement: MOOTW analysis considerations
ASCC in Theater Operations: Written requirement: ASCC's Mission, primary functions, and command and control
Operational/Tactical Historical Case Study: Guadalcanal: Written essay - Analyze land operations on Guadalcanal
Written Requirement: OPLAW
Written Requirement: Campaign Concepts
- C400 Leadership Philosophy. Written paper on leadership philosophy
Leadership Case Study. Written paper on leadership
Special Operations in Action: The World War II Experience: Written history paper

Phase 3

- C400 Tactical Problem Solving. Written Essay on MDMP
Written Requirement: Tactical Problem Solving
Written Requirement: End of Course Paper

10. ASSISTANCE FOR ADJUNCT FACULTY

a. Administrative assistance can be obtained by calling the Directorate of Non-Resident Studies. You would contact the representative that corresponds with the first letter of your last name:

Academic Counselors

1st Letter(s) of Student's Last Name	Telephone COM 913-758-XXXX DSN 585-XXXX	AKO User Name
A - CART	3362	katie.poppe
CARU - FL	3368	christopher.murphy
FM - JAQ	3404	rose.klotz
JAR - McF	3356	janice.k.thompson
McG - PQ	3380	anita.ehbauer
PR - SO	3388	diane.mccaully
SP - Z	3390	rebecca.ann.rogan

*** AKO email address = UserName@us.army.mil**

b. Title XI officers and NRS Curriculum Integrators are available to provide assistance.

NRS Title XI POCs:

LTC Craig Ericks – (913) 758-3367
LTC Doug Horton – (913) 758-3385

NRS Curriculum Integrators:
Mr. Phil Margeta-Cacace – (913) 758-3399
Mr. Larry Cowherd – (913) 758-3369

11. REPORTS/CERTIFICATES

a. Retirement Points are prepared the day after the officer's retirement yearend (RYE) date. Adjunct faculty desiring to earn points for a particular retirement year must ensure that graded papers arrive at DNRS NLT seven days prior to their RYE date. A final report is also mailed when an adjunct faculty member retires or is disenrolled. Annual and final reports list only credit hours earned since the last report (non-cumulative).

b. Upon request, adjunct faculty members may see a copy of their grading profiles. The grading profile gives a breakdown of how many As, Bs, Cs, and UNSATISFACTORYs the member has assigned.

c. Adjunct Faculty members are not provided an Officer Evaluation Report (OER).

d. Certificates of Achievement (CGSC Form 1014). The Certificate of Achievement is presented by CGSC to outstanding adjunct faculty members upon retirement. The awarding of the certificate is based on the following criteria:

--a member's grading profile.

--the amount of constructive feedback given to a student.

--The amount of valid student requests of re-evaluation of a member's assigned grade.

--a review of the adjunct faculty's file by the course author.

12. CHAIN OF COMMAND

Adjunct faculty members should consider the Director as the final authority in their selection and termination. Applications are processed by the management team of DNRS and the academic counselor manages the individual adjunct faculty file.